

Performance Improvement - PI/LU/G

● Closing in on Customers

Introduction: Overcoming Inconsistency in Dealer Performance

- A leading international multi-brand automotive manufacturer with a focus on luxury SUVs needed to examine its global composite financial data to gain a more accurate picture of the performance of its dealerships.
- Due to significant variance in the revenues and profitability of the network ASE Automotive Solutions was tasked with identifying the underlying causes, then engaging with the dealerships to coach them on best practices to improve customer engagement.

The Challenge: No Clarity on Causes of Dealer Performance

- Although its dealers in the US, Europe, Asia and Latin America were selling similar products the range of performance varied greatly.
- The brand needed to understand whether the causes were operational and how the information was reported or if market conditions were affecting performance.

ASE Approach: Intensive Data-Led Engagement with Dealers

- **Phase One:**
Detailed analysis of the client's composite financial data and generation of a series of key performance indicators (KPIs), which could be broken down globally, by country and by dealer.
- **Phase Two:**
Qualitative research interviews with a select group of dealers to validate the findings and drill into the operational effectiveness of the network. A number of local market pain points around sales, servicing and parts were identified and collated into a global report designed to outline best practices.
- **Phase Three:**
Recommendations proposed to the client's senior leadership team and performance improvement programmes designed, including 1:1 coaching for dealers and best practice workshops. Also overseeing strategic regional projects to improve the efficiency of dealer networks.

Outcomes:



- Through coaching addressed underlying issues and behaviours, such as how data was reported.
- Improved sales processes and after sales interactions with customers by helping to adjust how the client measured sales performance to change behaviours among dealers.
- In aftersales educated dealers on the seven-step customer communication model to demonstrate the value of being pro-active and engage with customers.
- The dealers engaged in this initiative scored more regularly in the upper quartile for customer satisfaction, which ultimately has helped to address customer loyalty.